

# Economic Development

## INTRODUCTION

James City County is a unique place and destination, making it a desirable community in which to visit, live, and work. The uniqueness of the community is an important asset, which can be used as an effective strategy to promote and nurture economic development in the County. To remain economically competitive in the twenty-first century, communities are learning that they need to focus on growing and attracting high quality talent. Attracting high-paying jobs that drive the economy means creating the quality of life that will attract those workers that are employed in knowledge, tech, professional, and creative fields. The County has historically recognized the need for quality of life amenities in order to attract and retain businesses and workers. Moving forward, it will be even more important to consider the types of community environments that targeted industry workers demand and to support development of those types of environments in James City County.

Now more than ever, talented members of the workforce are choosing the place they want to live before they choose the place they want to work. As a result, economic developers have to think beyond providing the right site and infrastructure for a new business; they also need to consider the type of lifestyle and amenities that workers desire. For this reason, housing choice, cost of living, and quality of life amenities such as transit, mixed-use destinations, walkability, and recreation play more of a key role in generating new business than ever before.

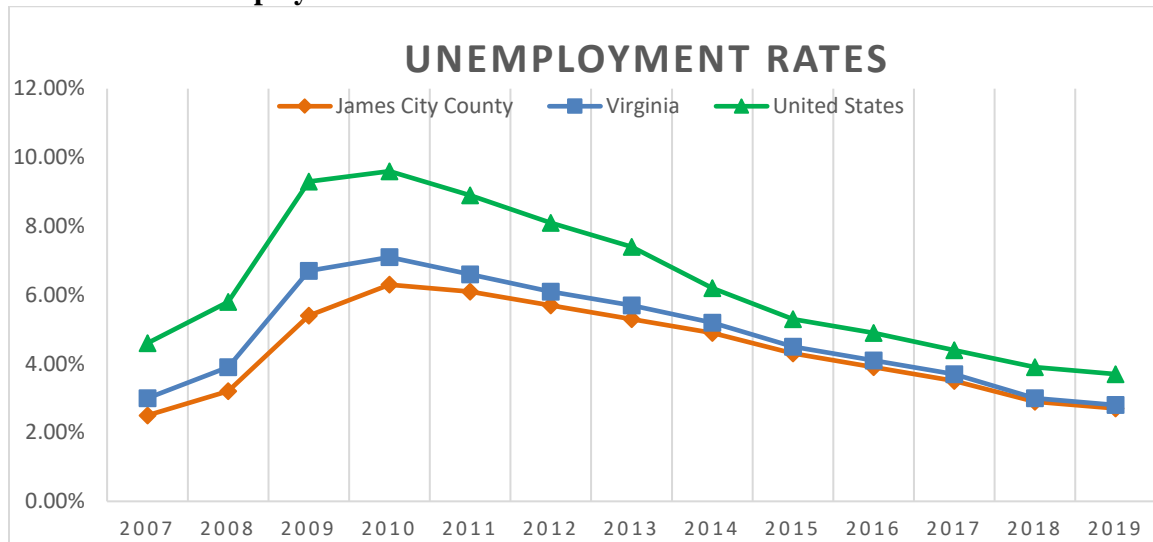
In order to provide a diverse, competitive, and prosperous economy for all its citizens, James City County continues to develop economic development strategies and policies that are sound and comprehensive in scope. The County strives to create an environment that is conducive to business growth and development, especially that which complements and enhances the distinct character of our communities.

## KEY PLANNING INFLUENCES

### Workforce

#### Employment, Unemployment, and Commuting Patterns

Rather than being isolated, James City County's local economy is subject to national trends and market pressures. The economic indicators of James City County can be measured relative to other localities to gain a better understanding of how County specific actions and policies affect the local economic outlook. As shown in Chart ED-1. James City County experienced a steady decrease in the unemployment rate from 2013 to 2019. According to the Virginia Employment Commission (VEC), the unemployment rate dropped from 5.3% to 2.7% during this period, while the rate in Virginia and the United States dropped from 5.7% to 2.8% and 7.4% to 3.7%, respectively. As of the most recent data available, in 2019 James City County had an unemployment rate of 2.7%, as compared to 2.8% for Virginia, and 3.7% for the United States.

**Chart ED-1. Unemployment Rates**

Source: Virginia Employment Commission, Local Area Unemployment Statistics

According to VEC, total annual employment statistics, James City County had 30,351 jobs as of the third quarter of 2019. Overall, James City County has fared better than York County, Williamsburg, and the Hampton Roads region in job growth rate during the past 10 years and has exceeded the state job growth rate during the same period (See Table ED-1 below).

**Table ED-1. Total Annual Employment**

Total Annual Employment					
	James City County	York	Williamsburg	Hampton Roads	Virginia
2008	27,262	21,898	15,093	740,397	3,665,654
2009	26,277	21,269	14,259	712,354	3,545,623
2010	26,180	20,971	14,197	705,714	3,536,676
2011	26,390	21,319	13,388	705,315	3,578,848
2012	26,991	20,804	13,709	711,311	3,619,176
2013	26,779	21,106	13,599	717,380	3,640,209
2014	27,639	20,874	12,880	716,657	3,654,831
2015	27,822	21,759	13,110	729,414	3,735,713
2016	28,975	21,738	13,064	733,970	3,789,744
2017	29,563	21,599	13,016	744,262	3,838,368
2018	30,233	21,700	13,008	753,482	3,893,254
2019*	30,351	21,517	12,778	761,707	3,931,376
<b>Annualized 10 Year Growth</b>	<b>1.13%</b>	<b>-0.17%</b>	<b>-1.53%</b>	<b>0.29%</b>	<b>0.72%</b>

\*3rd Quarter

Source: Quarterly Census of Employment and Wages

The economy in James City County relies a great deal on arts, entertainment, and recreation; health care and social assistance; manufacturing; accommodations and food services; and retail trade. These are the top five private employment industries in James City County as shown in highlighted text below in Table ED-2. James City County seeks to keep those industries as strong sectors, but also to diversify and attract additional jobs for the labor force. It is also worth noting that close to 1,800 jobs come from manufacturing industries. These jobs generally encompass many desirable traits for employees, including higher pay, full-time/year-round employment, and benefits. Continuing to attract these high quality jobs is an important goal for James City County.

**Table ED-2. James City County Private Industry Employment 2019**

<b>James City County Private Industry Employment 2019 (Ranked From Highest to Lowest)</b>		
<b>Meaning of NAICS code</b>	<b>Number of employees</b>	<b>%</b>
Health care and social assistance	4,020	13%
Retail trade	3,959	13%
Accommodation and food services	3,454	11%
Arts, entertainment, and recreation	3,042	10%
Manufacturing	1,777	6%
Construction	1,458	5%
Professional, scientific, and technical services	1,421	4.6%
Administrative and support and waste management and remediation services	1,271	4%
Real estate and rental and leasing	807	2.6%
Wholesale trade	764	2.5%
Finance and insurance	486	1.6%
Educational services	315	1%
Information	136	0%
Agriculture, Forestry, Fishing & Hunting	*	
Mining, Quarrying, and Oil & Gas Extraction	*	
Utilities	*	
Transportation and warehousing	*	
<b>Total for all sectors</b>	<b>26,169</b>	<b>100%</b>

\*Indicates non-disclosable data

*Note: Public employment (i.e. government employment) excluded from this summary.*

*Source: Table based on information from Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 4th Quarter (October, November, December) 2019.*

Looking beyond the number of jobs offered in James City County to the people who hold them, the U.S. Census Bureau found that approximately 19,816 workers commute into the County for work, whereas 19,057 commute out of James City County for work in that year. This slight out migration may indicate that some of the most desirable jobs are located in other localities, but that citizens choose to live in James City County.

## Workplace and Business

### Major Employers

The largest employers in the County, categorized by industry sector, are detailed in the table below:

**Table ED-3. Largest Employers By Industry**

Industry Sector	Firm
Accommodation Services	Williamsburg Plantation (A vacation resort offering on-site amenities to guest and owners.)
Administrative Services	BKD Employee Services, LLC, G & A Outsourcing, Mastercorp Inc. (Each firm provides services for other businesses, such as payroll management, human resources, etc.)
Arts, Entertainment and Recreation	Busch Entertainment, Jamestown-Yorktown Foundation
Educational Services	Williamsburg-James City County Schools
Finance	Citizens and Farmers Bank
Government	James City County
Healthcare and Social Services	Riverside Regional Medical Center, Eastern State Hospital, and Williamsburg Landing
Manufacturing	Anheuser-Busch Inc., Greystone of Lincoln Inc., Owens-Brockway
Retail Trade	Under Armour Retail Inc., Food Lion, Harris Teeter
Wholesale Trade	Avid Medical and Walmart

According to the Virginia Employment Commission Quarterly Census of Employment and Wages for the 4th Quarter 2019, each of the employers on the list above has 100 or more employees. Table ED-4 lists the number of establishments in the County by number of employees. Establishments with one to four employees represent the largest number of business establishments in the County, showing the importance of small businesses and new startup firms to the local economy.

**Table ED-4. Size of Business**

Establishment Size	Number of Establishments
0-4 employees*	1125
5-9 employees	313
10-19 employees	275
20-49 employees	169
50-99 employees	59
100-249 employees	35
250-499 employees	7
500-999 employees	**
1000+ employees	**
TOTAL	1983

\* Zero employees typically represent new startup firm or sole-proprietorships.

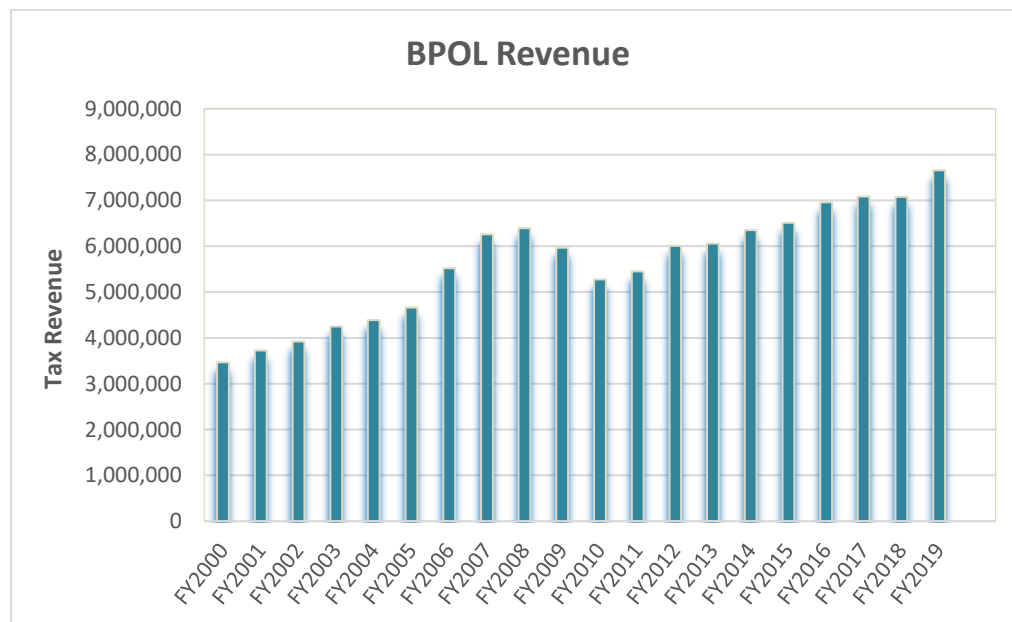
\*\* Non-disclosable data.

*Source: James City County Economic Profile, VEC, which used VED, Quarterly Census of Employment and Wages (QCEW), 4th Quarter (October, November, December) 2019.*

## Business Growth

One important measure of business growth is the Business, Professional, and Occupational License (BPOL) paid annually by businesses when renewing their business license in the County. A business license is required of all businesses (except manufacturing businesses) and is based upon gross receipts or anticipated gross receipts. The tax revenue generated from business licenses sharply increased in fiscal years 2006-2008. After declines in 2009 and 2010, BPOL revenue once again saw increases starting in 2011. There was a slight decrease in 2018, but a sharp upturn was seen in 2019. Chart ED-2 shows the upward trend the County has experienced in BPOL revenue since 2000. This positive trend is a result of new business activity and the growth of existing business.

**Chart ED-2. BPOL Tax Revenue**



Another measure of business growth is the amount of capital investment made by businesses in the County. Between 2014 and 2019, the Office of Economic Development (OED) worked directly with nine existing businesses generating investments totaling \$83 million to expand existing operations in the County. Additionally, during the same time, OED worked with six new businesses with investments totaling \$11.8 million. Keeping in mind that this number is representative of only those businesses that worked directly with OED, the total capital investment made in the County is actually much higher, but ultimately cannot be tracked. The diversity of the businesses that OED worked with during this time is noteworthy and includes companies from healthcare to manufacturing and a new agricultural operation.

Business growth remains strong in James City County. In addition to being home to five Fortune 500 firms, the County continues to see significant growth in both the number of small businesses and start-up companies. According to information from the VEC's Labor Market Information (LMI), James City County continues to see the largest increase in new startup firms in the Greater Williamsburg region. Overall, between 2017 and 2019, the number of new startup firms increased

by 245 in James City County, as compared to 145 in York County and 36 for the City of Williamsburg. These sectors have and will continue to play a significant role in the County's growing economy.

### Wages and Income

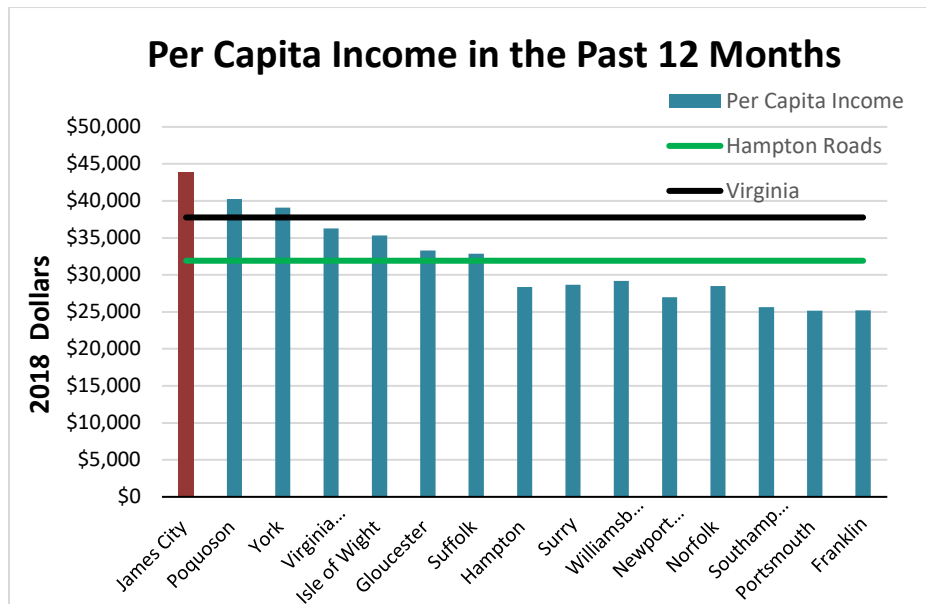
According to the VEC, the average weekly employee wage in James City County was \$808 in the fourth quarter of 2019. This figure is equivalent to \$20.02 per hour or \$41,642 per year, assuming a 40-hour week year round. The County's average hourly wage is lower than the City of Williamsburg's \$21.55 per hour and York County's \$20.83 per hour. When compared to the MSA and state average weekly employee wages (\$23.85 per hour and \$27.27 per hour respectively), the localities in Greater Williamsburg as a whole display much lower than average wages, likely due to the high number of service sector workers.

### Per Capita Income

According to the U.S. Census, per capita income (PCI) is one of the most comprehensive ways to measure household income. Per capita income (PCI) is defined as "the average obtained by dividing aggregate income by total population of an area." The American Community Survey reported the average 2018 PCI for James City County as \$43,815. This PCI ranked 116% of the state average, \$37,763, and 129% of the national average, \$33,831 (see Chart ED-4 for more details).

When analyzing and comparing the wage and income data for this area to the per capita income, it becomes apparent that while wages are lower on average in James City County in comparison to neighboring communities, the household income is higher. This discrepancy may be due to the number of higher income households within the County whose members work outside of the County, as opposed to wage owners working within the County.

**Chart ED-3. Per Capita Income**



### Household Income

The U.S. Census Bureau defines household income as “the sum of money income received in a calendar year by all household members 15 years old and over, including household members not related to the householder, people living alone, and other non-family household members.” The median household income provides income information by dividing households into two equal parts with the first half of the households earning less than the median household income and the other half earning more. The most recent data on median household income is provided by the 2018 U.S. Census American Community Survey. In 2018, James City County had a median household income of \$83,048. The other two localities within Greater Williamsburg, York County, and the City of Williamsburg, had median incomes of \$90,367 and \$56,163, respectively.

## Poverty

According to the 2018 American Community Survey, the poverty rate for James City County (for individuals 18 to 64) is 8.9 %, which was below the poverty rates for both the MSA, 10.6 %, and the state, 10.5 %. The poverty rate for married-couple households with related children under 18 in James City County is 7.2 %, while the rate for female-headed households with children under 18 is 21.4%. In the MSA, the poverty rate for married-couple households with related children under 18 is 4.1%, while rate for female-headed households with children under 18 is 33.7%. This is in comparison to the state of Virginia where the poverty rate for married-couple households with related children under the age of 18 is 4.3%, while the rate for female-headed households under the age of 18 is 32.7%.

In order to alleviate poverty, James City County has cooperated with the Commonwealth of Virginia to establish a Federal Opportunity Zone in the southeastern portion of the County. This opportunity zone, which was established because of the 2017 Tax Cuts and Jobs Act, grants a tax incentive to induce community development, which grants a pathway for investors to support and build up the economic base of distressed communities. The three benefits offered by this incentive are tax deferral, tax reduction through long-term investment, and the exclusion of certain kinds of capital gains tax.

## Taxes

### Tax Rates

In 2015, the real estate tax increased from 77 cents per \$100 to 84 cents per \$100. Although this remains slightly higher than York County (79.5 cents) and the City of Williamsburg (60 cents), it compares favorably to other Peninsula localities such as Newport News (\$1.22) and Hampton (\$1.24). James City County's general personal property tax rate (not including business equipment, machinery, and tools), has remained constant for the last 20 years at \$4 per \$100 of assessed value. York County has the same tax rate. The City of Williamsburg has a slightly lower personal property tax rate at \$3.50 per \$100, while Newport News and Hampton each have a slightly higher tax rate at \$4.50 per \$100 of assessed value.

### Principal Taxpayers

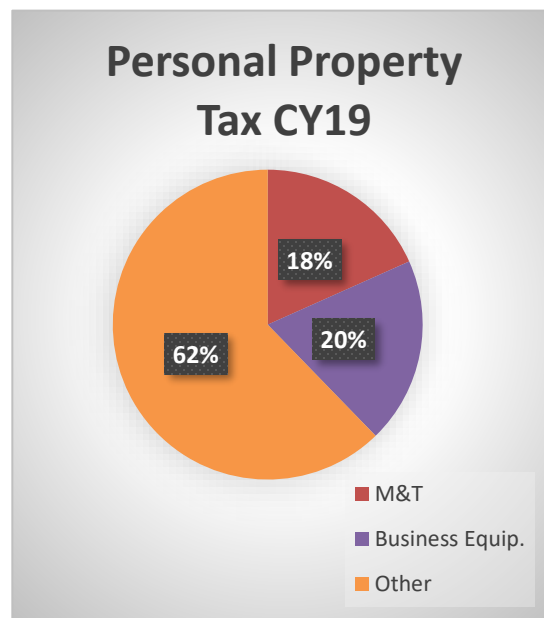
According to information provided by the Department of Financial and Management Services, Anheuser-Busch was the overall highest taxpayer in 2019 with \$5.2 million in property taxes assessed or 3.58% of all taxable real estate revenue for the County. SeaWorld Parks and Entertainment was the second highest taxpayer with \$2.13 million, representing 1.50% of total County revenues, followed by Virginia Electric and Power Company (0.85%), Premium Outlets of Williamsburg (0.84%), Walmart, Inc. (0.80%), Williamsburg Plantation Owners Association (0.75%), Powhatan Plantation Owners Association (0.70%), Williamsburg Landing, Inc. (0.66%), Ball Metal Container (0.58%), and Manor Club at Ford's Colony (0.47%).

It is important to note that the percentage of the County total revenues attributed to the 10 largest business/industries has been gradually diminishing over the past 16 years, an indication that the business tax base has been diversifying. For the 2003 fiscal year, property taxes assessed on 10 of the largest businesses/industries contributed 14.8% of total County revenues or \$10.9 million; for the 2019 fiscal year, the 10 largest businesses contributed approximately 10.73% of the total revenues or \$15.6 million.



Commercial and industrial properties constitute a small part of the total properties in the County, but generate proportionally higher real estate tax revenues. In Fiscal Year (FY) 2019, 3.88% of the taxable parcels in the County were commercial/industrial properties; those parcels generated 13.4 % of the total assessed value for the County. By contrast, 94.7% of all taxable parcels in the County were single-family residential; those parcels generated 79.6% of the total assessed value for the County. Balancing revenue sources is meaningful to the County; in 2003, commercial and industrial properties accounted for 19.43% of all total assessed value in the County, while residential properties accounted for 72.7% of the total. Similar to taxes paid by County residents, County businesses also pay Personal Property Tax in addition to paying Real Estate Property Tax. Personal Property Tax is assessed on vehicles, as well as on other Business Equipment and Machinery and Tools (M&T). For CY19, 18.3% of the total Personal Property Tax was from M&T and 19.44% was from Business Equipment. The remaining 62.2% includes both revenue from businesses for business vehicles and revenue from residents for personal vehicles (See Chart ED-4 below).

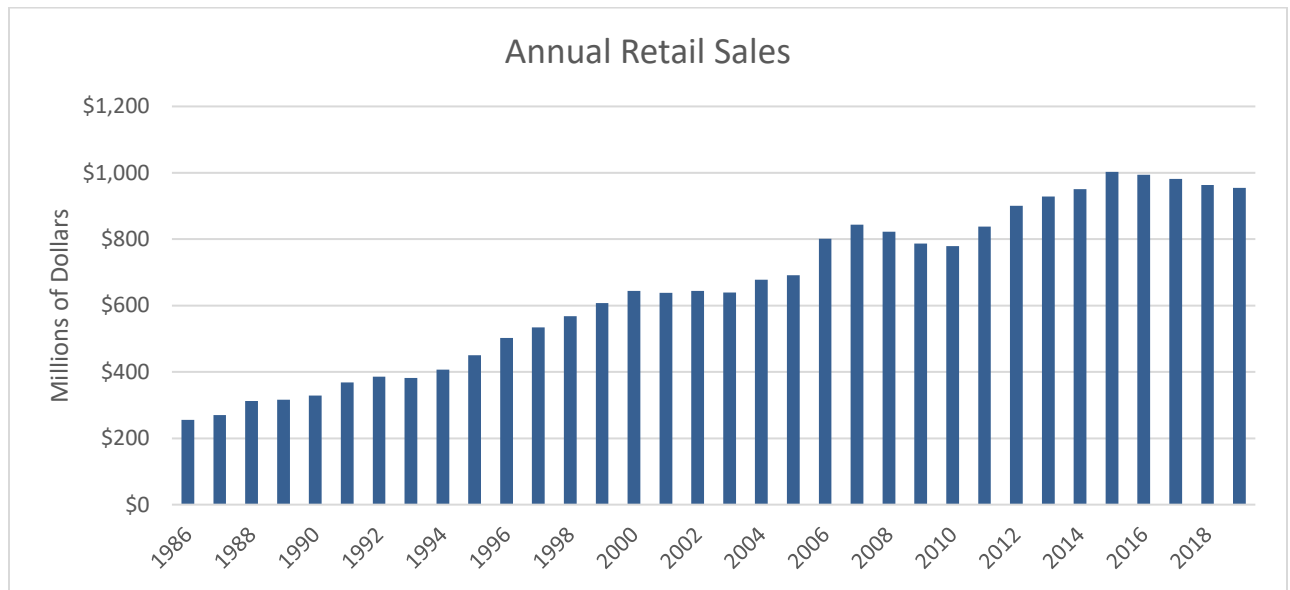
**Chart ED-4. Personal Property Revenue**



### Retail Sales

According to the Weldon Cooper Center for Economic and Policy Studies, in 2019, the Total Taxable Sales in James City County was approximately \$955.0 million, which represented an increase of 0.48% from 2014 (See Chart ED-6). During the same time, the City of Williamsburg saw an increase of 13.1%, the state saw an increase of 11.5%, and York saw an increase of 9.3%. Additionally, the County has seen significant growth in Local Option Sales Tax (LOST), which is the taxable portion of retail sales that remains with the locality. Between 2014 and 2019, the LOST for James City County grew approximately by 11%.

**Chart ED-5. Retail Sales**



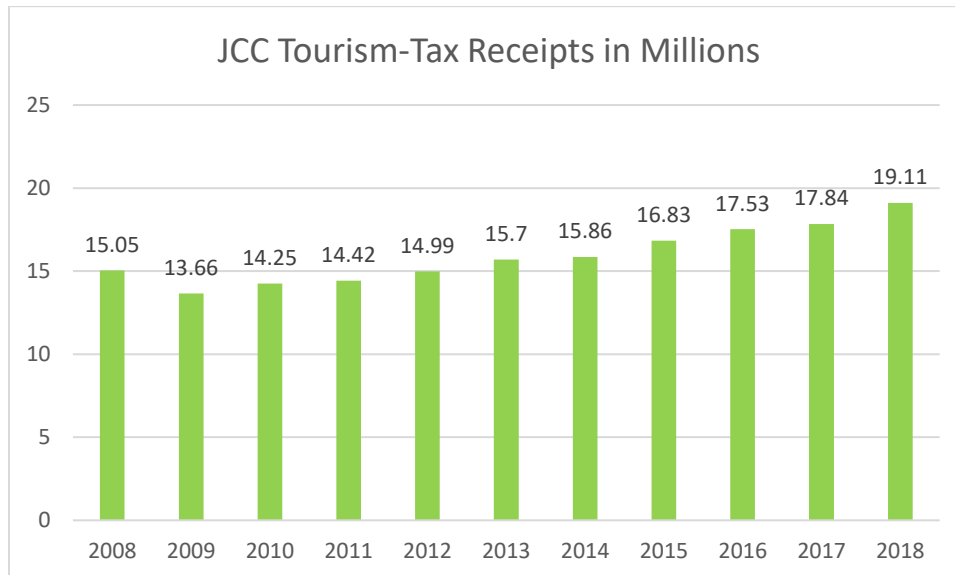
Source: Weldon Cooper Center for Economic and Policy Studies

## Tourism

Tourism plays an important role in both the regional and state economies. A study prepared for the Virginia Tourism Corporation (VTC), *Economic Impact of Domestic Travel Expenditures on Virginia Counties 2018*, found that domestic travelers spent close to \$26 billion on transportation, lodging, food, amusement and recreation, as well as retail shopping, in Virginia. According to the 2018 report, domestic travel expenditures in the state directly supported 235,000 jobs within Virginia. Additionally, tax revenue generated by domestic travel in Virginia reached \$1.8 billion, up 4.4% from 2017.

The Coastal Virginia (Hampton Roads) region is well known for its tourist attractions and hospitality industry. In 2018, approximately \$442 million was spent in James City County on items related to tourism (e.g., transportation, lodging, food, entertainment, recreation, etc.), which ranked fourth among the 17 localities within the region behind Virginia Beach, Norfolk, and the City of Williamsburg. Local Tax Receipts for the County were \$19.11 million in 2018, an increase of 7.1% over 2017 and the continuation of annual growth beginning in 2009 (See Chart ED-6).

**Chart ED-6. Tourism Tax Receipts**



*Source: Virginia Locality Economic Impact of Travel Data*

## Agriculture

The impact of traditional agricultural activities in the County's economy has been gradually declining over recent years; however, there has been a renewed interest in smaller niche agricultural markets, locally grown foods and agri-tourism activities. This has been manifested in a small increase in the number of farms in the County but a decreasing average farm size. Agricultural activities represent a small percentage of the County's overall economy, but there is significant room for the industry to grow and meet surrounding market demand, especially with regard to traditional agricultural and forestry activities on a smaller scale, value-added enterprises, rural tourism and outdoor recreation.

In 2014, a Strategy for Rural Economic Development was prepared for the County. The Strategy notes that a vital, robust, rural economy will contribute to the diversification of the County's overall economy and provide more choices and opportunities for rural landowners, while preserving the rural landscape. The Strategy contained five strategic goals: assist existing agriculture and forestry based businesses to grow and succeed; identify and create opportunities for new business ventures; grow and diversify the local tax base; enhance tourism via agri-tourism and specialty food/restaurant businesses; and identify and celebrate the uniqueness of James City County. The Strategy also lists 13 projects in three broad categories (marketing/public relations, business development and facilities/capital projects) that could help increase the economic contribution of the County's rural lands. A Rural Economic Development Committee (REDC) assisted in the development of the Strategy and worked on implementation activities through 2015. The OED continues to assist and promote agri-tourism businesses and activities in the County.

## Economic Opportunities

### Location

James City County is strategically located on the Virginia Peninsula, midway between the Cities of Richmond and Virginia Beach, along the Interstate 64 corridor. This location provides access to a number of economic drivers including the military, technical, and research and development establishments in the Hampton Roads area and Port of Virginia, providing increased opportunities and options for exporting and importing activities through cooperation with regional partners. Also, proximity to academic research and workforce development activities at the College of William and Mary, Thomas Nelson Community College, Christopher Newport University, and Old Dominion University present additional economic opportunities in a number of fields, including business, medical, multiple scientific and marine industries, and advanced manufacturing.

### Office of Economic Development (OED)

The mission of James City County's OED is "to foster the development and expansion of a diversified and healthy base of primary business and industry that will better balance the tax base, increase job opportunities, and enhance both the quality and standard of living in James City County." The OED works to accomplish this mission through its efforts to increase commercial tax revenue, to attract improved job opportunities for County citizens, and to enhance the quality of life for local residents. To accomplish these tasks, OED's core efforts are focused on business retention, expansion, attraction, and creation. The OED is located at 101-D Mounts Bay Road at the County government complex and can be accessed online at [www.yesjamescitycountyva.com/](http://www.yesjamescitycountyva.com/).

### Economic Development Authority of James City County (EDA)

The EDA is a seven-member voluntary board whose members are appointed by the County Board of Supervisors and serve staggered four-year terms. The EDA's purpose is to assist the County and the OED in expanding James City County's business tax base in order to maintain and enhance the quality of life for County's citizens. The EDA also acts as a conduit for issuing Industrial Revenue Bonds for manufacturing projects and qualifying medical, assisted living, nonprofit, or public facilities, pursuant to the mandates and regulations of Virginia State Code. The EDA can be reached by contacting the OED at the address above or via phone at 757-253-6607 or by email at [yesjcc@jamescitycountyva.gov](mailto:yesjcc@jamescitycountyva.gov).

### Target Sector Analysis-Greater Williamsburg

The Greater Williamsburg Target Sector Analysis is designed to assist the localities in the region (James City County, York County, and the City of Williamsburg) in developing recommendations to recruit new businesses to the region, as well as providing guidance in business retention and expansion. Market Street, who performed the analysis, recommended five, top-level target sectors for the community efforts. Several current and future niche opportunities were identified for each target sector. According to the report, this information represents the Greater Williamsburg area's current competitive strengths, while planning for future opportunities. See Chart Ed-7.

**Chart ED-7. Greater Williamsburg Target Sectors and Niche Opportunities**

	Diversification Opportunities			Legacy	
Target	Advanced Materials & Components	Food & Beverage	Professional & Technical Services	Tourism	Defense
Near-Term	Metal & Metal Products	Beverages	Management & Operations Services	Hospitality	Defense Contractors
	Electrical and Non-metallic Components	Bottling and Food Packaging	Engineering & Technical Consulting	Traveler Engagement	
	Scientific Instruments & Technologies	Warehousing & Distribution	Creative Design	Arts & Culture	Sustainable Energy
Long-Term	Aerospace	Distilled Spirits	Data Science & Analytics	Sporting Events	Cybersecurity
		Specialty Food Products		Outdoor Recreation	

*Source: Executive Summary: Greater Williamsburg Target Sector Analysis, August 2016*

### Land Suitability

One of the key factors in developing a sound economic develop strategy is determining the suitability of land for specific development types. The three key factors from a planning perspective that are used to determine suitability are the adequacy of public infrastructure to support the proposal, the property's Land Use Designation, and the zoning district for the parcel. The adequacy of infrastructure is aided greatly by the proposal being located inside the Primary Service Area (PSA) of the County. Furthermore, the County's analysis of the non-residential capacity within the PSA is a helpful reference when considering the impact and capacity of a proposal within the PSA, while the County's Strategy for Rural Economic Development is a helpful reference for considering proposals outside the PSA.

The Land Use Designation is the community's expression of the desired future development type for a property, which is based on public input gathered during each update of the Comprehensive Plan. The property's zoning is a legal classification that determines, among other things, the regulations for proposed and existing developments, such as minimum lot sizes, setback requirements, and which uses are permitted and which are not. For more information regarding Land Use designations, refer to the Land Use Map Descriptions and Development Standards section of the Comprehensive Plan.

A property that is considered highly suitable for an economic development proposal from a planning perspective will have, at a minimum: a) adequate public infrastructure and resources in place to support the proposal; b) a recommended Land Use designation that aligns with the proposal; and c) a zoning designation that anticipates and permits the development of the proposal.

## Regional Efforts

The economic development offices of the three localities of Greater Williamsburg collaborate on many ongoing initiatives in support of the local economic base. Examples include the Launchpad, supported by the Economic Development Authorities (EDA) of each locality and the College of William and Mary, which provides tangible hands-on support to start-up and small businesses; Start! Peninsula, an annual event to encourage entrepreneurship activity within the Peninsula; and the Economic Progress Committee (in partnership with the Greater Williamsburg Chamber and Tourism Alliance). The Greater Williamsburg Partnership is an organization that seeks to “market the Greater Williamsburg region as a preferred business location; facilitate new business investment and high-wage job creation; enhance industry diversification efforts and overall increase economic prosperity for citizens in the communities of Williamsburg, James City County and York County.”

OED collaborates with Williamsburg-James City County (WJCC) Schools to help students explore careers in various sectors represented by local and regional employers. Since 2013, Manufacturing Day has been hosted by manufacturing firms located in the County to allow high school students to tour facilities, explore the process involved in making the final product, and learn about various careers, skillsets, and pay scales tied to the manufacturing sector. OED and WJCC also collaborated with Thomas Nelson Community College (TNCC) to host a summit of healthcare employers to identify those skills and jobs most needed in the healthcare industry and how best to attract and train students for those positions. The result was an expansion of courses offered by TNCC and WJCC as dual credit courses with accreditation, allowing students to begin college level coursework while still enrolled in high school that results in both high school and college credit, as well as a certification that can be used toward immediate employment and/or further education. Similar efforts are being planned for the trades and manufacturing sector and other opportunities will be explored as efforts continue to expand student awareness and job exploration.

## The College of William and Mary

The College of William and Mary remains a strong resource for the community. Through its numerous affiliations, the College has been active in linking companies to the development of new, cutting-edge technologies and ongoing research in areas such as sensors, modeling and simulation, material and applied sciences, alternative energy, bioscience, bioinformatics, aging and geriatric health, and marine science. Furthermore, research and development activities have the potential to cluster and create an environment that is attractive to knowledge-based businesses.

## Thomas Nelson Community College-Historic Triangle Campus

Throughout the years, TNCC has played an increasingly important role in serving the workforce development needs of the business community and in helping individual citizens achieve their educational goals. TNCC first began providing classes in the Historic Triangle in the late 1990s. In 2009, a new permanent campus was established in James City County. The campus includes a 120,000-square-foot facility with classrooms, five science laboratories, a nursing laboratory, the Learning Resources Center, and a state-of-the-art facility encompassing the College’s Dental Hygiene Program.

TNCC offers a variety of programs at both its Hampton and Historic Triangle Campuses ranging from academic to career studies certificates. It also offers a dual enrollment program

allowing high school students from WJCC Schools to earn college and high school credit concurrently. One of the college's major focuses is to meet the educational and workforce development needs in the Historic Triangle by providing cooperative education (co-op) programs for business, government and community employers, just-in-time education, and customized training. To this end, TNCC has established the Thomas Nelson Workforce Center on Ironbound Road in the New Town area of the County. The Center offers first-class training and economic and workforce development services for public and private organizations, including the business community, company employees, and entrepreneurs.

## Spotlight on Implementation

In order to build a multifaceted, balanced economy, James City County seeks to utilize strategies that produce an adaptive, resilient, and vibrant economic base that provides high quality jobs, and stability for County residents. A diverse employment base, for example, is one of the features, which can be used to gauge the vitality of James City County's economy. Income that meets the needs of workers and reduction of poverty rates are also important indicators.

Since 2014, a number of efforts have helped encourage a balanced mixture of business expansion and redevelopment. For instance, OED has worked with 15 businesses that accounted for \$94.8 million dollars in capital investments. Of that \$94.8 million, \$26.2 million was associated with expansions to Manufacturing/Wholesale Trade industries. Specifically, the County has seen expansions to the Anheuser-Busch plant, as well as the opening of the first craft brewery in the County. County staff have also worked diligently on site readiness for property zoned M-1 and M-2 throughout the County. James City County has also pursued actions to diversify the County's economy and support the tourism industry. Another focus of economic development has been agri-tourism and eco-tourism activities in the County. The Sweethaven Lavender Farm is one such example of this trend. The farm opened in 2019 and maintains more than 100 acres of rural lands for agricultural purposes. This operation also offers value added products for distribution and hosts an annual festival during the lavender's peak bloom.

James City County collaborates with a number of different regional organizations to further entrepreneurship and develop the transportation system. Work with the Thomas Nelson Workforce Center, the College of William and Mary, as well as adjacent localities' cooperation with Launchpad, have helped foster development of the workforce in our County and have provided training opportunities and support for small businesses and startups. With respect to transportation improvements, County staff has worked on a number of initiatives to further the economic interests of the area, including the Mooretown Road extended corridor study, Route 60 relocated/Skiffes Creek connector project, and widening of I-64.